

Department of the Army  
Headquarters, California Army National Guard  
Sacramento, California 95826-9101  
2 May 1995

Schools  
RC-NCO EDUCATION SYSTEM

- 
1. SUMMARY. This regulation provides policy and guidance for California Army National Guard units in preparation for any participation in the Reserve Component NCO Education System (RC-NCOES).
  2. APPLICABILITY. This regulation is applicable to all California Army National Guard units.
  3. SUPPLEMENTATION. Supplementation to this regulation is prohibited unless approved by the Director, Organization, Training and Mobilization.
  4. INTERIM CHANGES. Interim Changes to this regulation are not official unless authenticated by the Director, Organization, Training and Mobilization.
  5. SUGGESTED IMPROVEMENTS. The proponent agency of this regulation is the Training Directorate. Users are invited to send comments and suggested improvements to the Office of the Adjutant General, ATTN: CAOT-TO, P.O. Box 269101, Sacramento, CA 95826-9101.
  6. RESTRICTIONS. Approved for public release; distribution unlimited. Local reproduction is authorized.

\*This regulation supersedes CA ARNGR 351-3 dated 1 April 1993.

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Chapter 1		
General		

### 1-1 APPLICABILITY.

a. This regulation describes the Reserve Component Noncommissioned Officer Education System (RC-NCOES) and establishes the general provisions for military education for enlisted members of the California ARNG (except AGR soldiers).

b. RC-NCOES is a system of institutional and extension instruction which provides coordinated training for Noncommissioned Officers (NCO) throughout their careers.

## 1-2 References

Required and related publications are listed in the appendix.

## Chapter 2

### RC-NCOES Objectives and Scope

#### 2-1 NCOES OBJECTIVES

a. NCOES training is an integral subsystem of the Enlisted Personnel Management System (EPMS). EPMS establishes the Army's intent in critical job tasks on a priority basis. Soldiers are trained in the skills needed to support the mission and meet promotion requirements.

b. RC-NCOES courses are developed by the Sergeants Major Academy. They are approved by TRADOC and the National Guard Bureau (NGB) to provide professional development opportunities to all enlisted personnel in the ARNG and the Army Reserve (USAR).

c. RC-NCOES courses train NCOs to be trainers and leaders of the soldiers who will work and fight under their supervision.

d. RC-NCOES courses teach tactical and technical job competency.

e. RC-NCOES courses improve collective mission proficiency through individual proficiency of NCOs and subordinate soldiers.

#### 2-2 SCOPE OF THE PROGRAM

a. The course content and concept is established by TRADOC with the Sergeants Major Academy delegated as the Program of Instruction (POI) proponent.

b. Enrollment procedures and requirements are identified in this regulation in chapters 3-5.

c. Commanders/Senior Enlisted leaders will insure proper screening, counseling, and selection of applicants IAW CA ARNGR 351-2 prior to implementing AATAS course applications to CAOT-TO.

d. Locations of instruction. RC-NCOES courses are conducted by the California Military Academy NCO school, National Guard Region V NCOA (Camp Williams, UT), the United States Army Reserve Forces (USARF) Schools and the Fifth Army NCO Academy (Fort Lewis, WA).

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### Chapter 3 Prerequisites

#### 3-1 PREREQUISITES FOR ATTENDING AN NCOES COURSE

a. Soldier must meet the height and weight standards required by AR 600-9 and the personal appearance standards required by AR 670-1. Soldiers will be inspected upon reporting.

b. Soldier must be recommended by the NCO Support Channel (1SG/CSM) and approved by the chain of command (Company, Battalion, Brigade/Group Commander).

c. Soldier must have completed the prerequisite NCOES course (The completion date must be shown in ATRRS or noted in the comments section of the AATAS A-1 screen).

d. Soldier must be duty MOS qualified.

e. Soldier must have passed the APFT within one year of course graduation date and must pass an onsite PT test.

f. Soldier must have one year of military service remaining following completion of a course less than 31 days in length. (Refer to NGR 600-200 and 350-1). Soldiers who do not meet remaining time in service requirements must be extended upon approval of school application. The comments section of the AATAS A-1 screen must state when and for what time period that the soldier will extend his enlistment.

g. Soldier must display potential for promotion (e.g. possess verbal, reading, writing and comprehension skills).

h. Soldier must be sufficiently motivated and demonstrate leadership abilities.

i. Soldiers who no-show a course will not be eligible for further school training for a period of twenty-four months after the reporting date of the course that was no-showed.

j. Soldiers who are eliminated from a course for other than academic, medical or personal emergency reasons will not be allowed to reapply for the course.

k. Soldiers who are eliminated from a course for academic or medical reasons will be allowed to reapply for the course when the soldiers' chain of command and/or physician determine that the soldier is able to successfully complete the course.

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1. Soldiers who are eliminated from a course due to personal emergency will be allowed to reapply for the course upon resolution of the personal emergency. However, the personal emergency must be verified by the soldier's Company Commander.

m. Units will use the Select, Train, Promote and Assign (STPA) list to identify soldiers' attendance to an NCOES course. Notification comments section of the AATAS A-1 screen will identify soldier's ranking on the STPA list and his cumulative number of points.

### 3-2 PROMOTION CRITERIA

a. Effective 9 September 1994, soldiers may be promoted to SSG upon completion of Phase I BNCOC and to SFC upon completion of Phase I ANCOC. They must graduate from the corresponding Phase II, if available, within two years after completing Phase I or the promotion is null. The first General officer in the chain of command may extend this period up to one year based on extenuating circumstances.

## Chapter 4 NCOES Courses

### 4-1 PRIMARY LEADERSHIP DEVELOPMENT COURSE (RC-PLDC) SKILL LEVEL 2

a. The objectives of this course are:

(1) To train the junior leader in the skills and attitudes necessary to supervise subordinates in the performance of mission or job related duties

(2) To develop leadership skills and techniques in the skill level 1 soldier who has been identified as having potential as an NCO. Although some common technical skills are taught and must be mastered, the thrust of the course is to develop leadership ability by having the student lead and train their peers in basic soldier craft. This course will provide the military education necessary for the soldier to be promoted to sergeant.

b. PLDC provides career development instruction to enlisted personnel and insures accomplishment of the Train-to-Train mission by instilling:

(1) Understanding of their responsibilities.

(2) Willingness to assume their responsibilities.

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(3) Confidence to apply their technical knowledge.

(4) Leadership techniques that apply to their duty positions.

(5) High personal and professional standards that must be maintained in the NCO Corp.

(6) Knowledge of the NCO responsibilities for training and leading their people.

c. Courses to be Conducted.

(1) Option one. Students will apply to attend any school where California has quotas.

(2) Option Two. When California's quotas at Camp Williams are filled, the soldier may apply to another Regional NCO Academy or to a USAR NCO Academy that has quotas available.

d. Program of instruction (POI).

(1) PLDC will cover 148 hours of instruction relevant to the duties and responsibilities of first-line supervisors. A 24 hour FTX will be included in the training.

(2) Training Methods.

(a) All training will be performance oriented to the maximum extent possible and each training objective/subject area will be performance tested. Soldiers will be scored GO or NOGO based upon performance. A record of training which lists each training area and subject area will be maintained for each soldier and posted to course attendance records.

(b) Evaluation and critique will be a continuous process. Soldiers performing in leadership positions will be evaluated and critiqued by both cadre and peers while they performed in assigned leadership positions. Peer evaluations will be included in the course for the purpose of counseling and self-evaluation.

(c) Satisfactory completion of the course is based upon satisfactory completion of each subject area. A soldier who is rated NOGO on a task will be retrained until he can master the skill. If retraining is not possible, the soldier's record will be appropriately annotated and the Commandant must then determine if the soldier has sufficient tactical and technical proficiency to graduate. Final determination of satisfactory completion of the course rests with the Cadre and Commandant.

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d. Accreditation and graduation. PLDC has a minimum number of tasks and hours which must be conducted by an accredited NCO school. Upon successful completion of this core POI,, as determined by the School Cadre and Commandant, the soldier will be awarded a diploma and Academic Evaluation Record (DA Form 1059) at an appropriate graduation ceremony.

e. Additional Prerequisites.

(1) Hold the rank of specialist (SPC), Corporal (CPL) or Sergeant (SGT).

(2) Desire to attend the course.

(3) Completion of correspondence studies prior to the beginning of the course.

4-2 BASIC NCO COURSE (RC-BNCOC) SKILL LEVEL 3

a. The objective of this course is to provide leadership training which is common to all RC Skill Level 2 NCOs. The course is designed to be conducted in a "stand-alone" manner and all training is conducted in an intensive manner. The instructional content is built around a central theme: Learn the leader skills to survive, fight and win on the Air/Land Battlefield in order to counter the Threat.

b. Scope.

(1) This is a two phase course consisting of Phase I (Common Core) and Phase II (MOS Specific).

(2) It will provide squad leaders/section sergeants with an understanding of their responsibilities at skill level 3.

(3) It will prepare the NCO for:

(a) Leadership duty in the Air/Land Battle.

(b) Additional knowledge in their role in training subordinates.

(c) A thorough understanding of the high personal and professional standards to be maintained by the NCO Corps.

(d) An increase of self-confidence and sense of responsibility to further enhance their capabilities as leaders.

(e) An ability to communicate more effectively in listening and writing skills.

(f) An understanding of the needed atmosphere within their squads/sections.

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c. Courses to be conducted.

(1) Option One. Students will apply for attendance at the resident course. Applications must be for accredited NCO Academies that have available California quotas.

(2) Option Two. When all of California's quotas are filled, the soldier may apply to another NCO Academy that has quotas available.

(3) Option Three. Attendance at an IDT (Non-Resident) Course.

(a) IDT Non-Resident BNCOC are not funded by this headquarters.

(b) Attendance will be in status authorized by the commander.

d. Additional Prerequisites

(1) Must be in the rank of Sergeant (SGT), Staff Sergeant (SSG) or Sergeant First Class (SFC).

(2) Must have successfully completed a skill level 2 Course. Graduation date and course must be shown in ATRRS or annotated in the comments section of the AATAS A-1 screen.

(3) Must have completed Phase I prior to enrolling in Phase II.

e. Phase I POI (Common Core)

(1) The Phase I BNCOC will cover, as a minimum, 47 hours of core instruction relevant to the duties and responsibilities of the Squad Leader/Section Sergeant.

(a) All training will be performance oriented to the maximum extent possible and each objective/subject area will be performance tested. Soldiers will be scored a GO or NOGO based upon performance. A record of training which lists each training objective and subject area will be maintained for each soldier and posted to course attendance records.

(b) Evaluation and critique will be a continuous process. Soldiers performing in leadership positions will be evaluated and critiqued by both cadre and peers while they perform in assigned leadership positions. Peer evaluations will be included in the course for the purpose of counseling and self-evaluation.



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(c) Satisfactory completion of the course is based upon satisfactory completion of each subject area. A soldier who is rated NOGO on a task will be retrained until he can master the skill. If retraining is not possible, the soldier's record will be appropriately annotated and the Commandant must then determine if the soldier has sufficient tactical and technical proficiency to graduate. Final determination of satisfactory completion of the course rests with the Cadre and Commandant.

(d) The BNCOC (Phase I) has a minimum number of tasks and hours which must be conducted by an accredited NCO School. Upon successful completion of this core POI, as determined by the School Cadre and Commandant, the soldier will be awarded a diploma and Academic Evaluation Record (DA Form 1059) at an appropriate graduation ceremony.

f. Phase II MOS Specific (POI).

(1) The Phase II BNCOC will cover approximately 120 hours of instruction relevant to the soldier's MOS. Soldiers will train on these tasks to skill level 3 proficiency.

(a) All training will be performance oriented to the maximum extent possible and each objective/subject area will be performance tested. Soldiers will be scored a GO or NOGO based upon performance. A record of training which lists each training objective and subject area will be maintained for each soldier and posted to course attendance records.

(b) Evaluation and critique will be a continuous process. Soldiers performing in leadership positions will be evaluated and critiqued by both cadre and peers while they perform in assigned leadership positions. Peer evaluations will be included in the course for the purpose of counseling and self-evaluation.

(c) Satisfactory completion of the course is based upon satisfactory completion of each subject area. A soldier who is rated NOGO on a task will be retrained until he can master the skill. If retraining is not possible, the soldier's record will be appropriately annotated and the Commandant must then determine if the soldier has sufficient tactical and technical proficiency to graduate. Final determination of satisfactory completion of the course rests with the Cadre and Commandant.

(d) Accreditation and graduation. The BNCOC (Phase II) has a minimum number of tasks and hours which must be conducted by an accredited NCO school. Upon successful completion of the Program of Instruction, as determined by the School Cadre and Commandant, the soldier will be awarded a diploma and Academic Evaluation Record (DA Form 1059) at an appropriate Graduation Ceremony.

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#### 4-3 ADVANCED NCO COURSE (RC-ANCOC) SKILL LEVEL 4

a. The objective of this course is to provide training in leadership skills which are common to all RC skill Level 4 NCOs. This course is designed to be conducted in an intensive manner. The instructional content is built around a central theme: Learn the leader skills to survive, fight and win on the Air/Land Battlefield in order to counter the threat.

#### b. Scope.

(1) This is a two phase course consisting of Phase I (Common Core) and Phase II (MOS Specific).

(2) It will provide platoon/section sergeants with:

(a) An understanding of their responsibilities as skill level 4 NCOs.

(b) Advanced training in leadership.

(c) Advanced training for leadership duty in the Air/Land Battle.

(d) Additional knowledge of their role in training subordinates.

(e) A thorough understanding of the high personal and professional standards to be maintained by the NCO Corps.

(f) An increase of self-confidence and sense of responsibility to further enhance capabilities as a leader.

(g) An understanding of the atmosphere and need for discipline within their unit.

(h) An increased knowledge of effective communications using listening, comprehension, speaking and writing skills.

(i) An increased knowledge in planning, developing and sustaining physical fitness for themselves and their subordinates.

#### c. Courses to be Conducted.

(1) Option One. Students will apply for attendance at the resident course. Applications must be for accredited NCO Academies that have available California quotas.

(2) Option Two. When all of California's quotas are filled, the soldier may apply to another NCO academy that has quotas available.

(3) Option Three. Attendance at IDT (Non-Resident) Courses offered by USARF Schools.

(a) IDT Non-Resident courses are not funded by this headquarters.

(b) Attendance will be in a status authorized by the commander.

d. Additional Prerequisites.

(1) Must be in the rank of Staff Sergeant (SSG) or Sergeant First Class (SFC).

(2) Must have successfully completed skill level 3 course. Graduation date and course must be shown in ATRRS or annotated in the comments section of the AATAS A-1 screen.

(3) Must display potential for promotion.

(4) Must have completed Phase I prior to enrolling in Phase II.

e. Phase I POI (Common Core).

(1) The ANCOC will cover 109 hours of core instruction, to instruction, to include a 24 hour FTX, relevant to the duties and responsibilities of platoon sergeants.

(2) Training Methods. The ANCOC uses the small group participation method of learning in which students teach themselves. Learning takes place through the exchange of ideas and options among NCO's. A Certified Instructor is the only NCO School representative present in group learning center.

f. Phase II- MOS Specific POI.

(1) The ANCOC Phase II will cover approximately 110 hours of MOS specific instruction and leadership instruction relevant to the platoon sergeant's duty position.

(2) Training Methods. The Phase II ANCOC uses the small group instructional method of learning in which students teach themselves. Learning takes place through the exchange of ideas and options among NCOs. A Certified Instructor is the only NCO School representative present in the group learning center.

(3) The ANCOC Phase I and Phase II, have a minimum of tasks and hours which must be conducted at an accredited NCO Academy. In order to successfully complete the course, a soldier must attend and participate satisfactorily in all scheduled sessions.

(a) Diplomas. Diplomas and DA Form 1059 (Academic Evaluation Reports) will be awarded for successful completion of the ANCOC at a graduation ceremony to be conducted on the last day of the course.

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4-4 FIRST SERGEANT COURSE (RC-FSC RESIDENT COURSE FUNCTIONAL COURSE)

a. Objectives.

(1) To qualify and reinforce individuals assigned as First Sergeants (1SG) on the myriad of tasks and problems associated with the position.

(2) To expand the existing expertise within our First Sergeants.

(3) To place emphasis on the day to day obligations inherent in the assignment as 1SG and the known techniques utilized to respond to those responsibilities.

(4) This course is a Functional Course and will provide military education for NCOs assigned First Sergeants.

(5) This course is not a part of RC-NCOES, therefore, does not qualify for promotion credit. Courses conducted from Oct 84 to Sep 87 are "grandfathered" for promotion credit.

(6) Must be in 1SG slot.

b. Scope

(1) Recognizing the diverse and varied duties of the individuals assigned as 1SGs, the FSC will enhance career development. It will also help ensure accomplishment of the mission and provide:

- (a) A complete understanding of their responsibilities.
- (b) A willingness to assume their responsibilities.
- (c) The confidence to apply their knowledge.
- (d) The leadership techniques that apply to the position of 1SG.

(2) To enable the 1SG to perform more effectively and assist the commander in planning, coordinating and supervising those activities that are key to unit mission accomplishment.

c. Courses to be Conducted.

(1) Option One. Attendance at a resident course. Applications must be for accredited NCO Academies that have available California quotas.

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(2) Option Two. When all of California's quotas are filled, the soldier may apply to another NCO Academy that has quotas available.

(3) Option Three. Attendance at IDT (Non-Resident) courses offered by USARF Schools.

(a) IDT Non-Resident courses are not funded by this headquarters.

(b) Attendance will be in a status authorized by the commander.

d. Program of Instruction (POI).

(1) The RC-FSC will cover 14 days of instruction. This will include a minimum of 80 hours of resident instruction and 8 hours of home study assignments. The home study assignments will be sent to the student 30 days in advance. All are pertinent to the functions of assignment as First Sergeant.

(2) Training Methods. The FSC uses the small group Instructional method of Learning in which students teach themselves. Learning takes place through the exchange of ideas and opinions among NCOs. A Certified Instructor is the only NCO School representative present in the group learning center.

(3) Accreditation and Graduation.

(a) The first Sergeant Course has a minimum number of tasks and hours which must be taught at an accredited NCO Academy. In order to successfully complete the course, soldiers must attend and participate in all scheduled sessions. Because of the compact nature of this course, make-up classes WILL NOT be conducted.

(b) Diplomas. Diplomas and DA Form 1059 (Academic Evaluation Reports) will be awarded for successful completion of the FSC at a graduation ceremony at the end of the course.

4-5 U.S. ARMY SERGEANTS MAJOR COURSE (USASMC)

a. This course is conducted by the U.S. Army Sergeant Major Academy, Fort Bliss, Texas. This school is designed to prepare selected NCOs for positions of greater responsibility throughout the ARNG.

b. The Resident school is approximately twenty-two weeks in length and it is conducted two times per year

c. The Non-Resident course is a two year Corresponding Studies Program with a two-week active duty resident phase.

d. Requirements for attendance are published annually by OTAG with instructions: See CA Cir 351 series.

## Chapter 5 Administration

5-1 RC-NCOES MANAGEMENT. CA ARNGR 351-2 NCOES Management, currently under revision, will be utilized by units or organizations in selecting their students.

### 5-2 APPLICATIONS

a. Applications for all courses will be processed using AATAS through command channels. Applications must be received by CAOT-TO prior to required suspense dates to ensure that all required actions can be accomplished.

b. Applications for any schools requiring boards or packets will be on NGB Form 64. Also, centrally funded courses will use the NGB Form 64.

c. Service member is not eligible to attend any school until prescribed standards and prerequisites are met.

5-3 NOTIFICATION OF ATTENDANCE. The SRCOM will be notified through ATRRS of acceptance of a soldier to a course. The SRCOM will notify the soldiers unit, who will notify the student.

### 5-4 RECOGNITION OF NCOES

a. Graduates of RC-NCOES courses will be awarded an RC-NCOES Diploma and an Academic Evaluation Report, DA Form 1059 in recognition of courses completed. In addition, individuals will be awarded the NCO Professional Development Ribbon at the appropriate Skill Level.

b. Units/PSC will complete entry on DA Form 2-1, Item 17 (Personnel Qualification Record) in accordance with AR 640-1 and NGR 640-2-1.

### 5-5 REMOVAL FROM RC-NCOES COURSES

a. NCOs may be removed from a course prior to completion for disciplinary reasons, academic deficiencies, lack of motivation, or other reasons beyond the control of the individual (such as injury, illness or personal emergency).

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b. Failure of an NCO to maintain established minimum standards at any time during the course will be cause for elimination, as determined by the Commandant.

APPENDIX B

19 OCT 92 <FOUO> AATAS COURSE APPLICATION (A1)- ARNG

SSN \_\_\_\_\_ PAY GRADE \_\_\_\_\_ SEX \_\_\_\_\_ NAME \_\_\_\_\_  
AAID \_\_\_\_\_ POC \_\_\_\_\_ PHONE ( ) \_\_\_\_\_

ORGANIZATION Student's Org Phone ( ) \_\_\_\_\_ AVN \_\_\_\_\_

ADDRESS STUDENT'S ORG ADDRESS WITH 9 DIGIT ZIP CODE

QUOTA SOURCE 1E SECURITY CLEARANCE \_\_\_\_\_ FUNCTIONAL AREA \_\_\_\_\_

DUTY POSITION STUDENTS DUTY SUCH AS COOK, MECHANIC, ETC

POC POSITION \_\_\_\_\_ REQUESTING INSTALLATION SRCOM

APPROVING AUTHORITY POTO CA APPROVAL RECOMMENDED \_\_\_\_\_ (Y OR N)

REQUESTED COURSE THIS INFORMATION SHOULD AUTOMATICALLY FILL

FY \_\_\_\_\_ SCH \_\_\_\_\_ CRS \_\_\_\_\_ PHASE \_\_\_\_\_ CLASS \_\_\_\_\_

TYPE OF TRAVEL REQUESTED \_\_\_\_\_ (P-TDY ENROUTE, T-TDY AND RETURN)

COMMENTS. THIS MUST INCLUDE SOLDIERS COMPONENT CODE, BODY FAT PERCENTAGE IF OVER TABLE WEIGHTS, PREREQUISITES NOT LISTED ON THE RS SCREEN (E.G. SCORES, NCOES COURSES, ETC), ROUND TRIP MILES IF DRIVING.

-----FOR MILITARY ONLY-----

MEETS HGT/WGT STANDARDS? \_\_\_\_\_ (Y OR N) MEETS COURSE PREREQUISITES \_\_\_\_\_

MEETS PHYSICAL STANDARDS? \_\_\_\_\_ (Y OR N) PMOS \_\_\_\_\_ BRANCH \_\_\_\_\_

U TO UPDATE => C TO CANCEL => WHERE NEXT =>  
PF1:HELP PF4: OPT PF5:REWRITE AAID

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The AATAS application is made of two screens. Each screen requires you to fill in certain data fields and enter a "U" at the screen's update prompt. The system will tell you the application has been accepted. If you mistype or leave a required field blank you will not be allowed to go to the next page until the problem is resolved. The system will move the cursor to the field that needs to be fixed and give you an error message at the bottom of the screen stating what is wrong.

19 OCT 92 &lt;FOUO&gt; AATAS COURSE APPLICATION (A1) ARNG

APPLICANT IS TPU

SSN \_\_\_\_\_ PAY GRADE \_\_\_\_ SEX \_ NAME \_\_\_\_\_

HOME ADDRESS THIS IS THE SOLDIER'S CURRENT HOME ADDRESS WITH 9  
DIGIT ZIP CODE. \_\_\_\_\_

HOME PHONE (\_\_\_\_) \_\_\_\_ - \_\_\_\_\_ WORK PHONE (\_\_\_\_) \_\_\_\_\_

HEIGHT \_\_\_\_\_ WEIGHT \_\_\_\_\_ DMOS \_\_\_\_\_

CAN APPLICANT ATTEND NEXT AVAIL CLASS \_ (Y OR N) COMP CODE \_\_\_\_\_

PEBD \_\_\_\_\_ DOR \_\_\_\_\_ ETS \_\_\_\_\_ BMDR \_\_\_\_\_

OVER 40 PHYSICALLY CLEARED \_\_\_\_ (Y OR N) ACT OFF ID \_\_\_\_\_

TRAVEL MODE \_\_\_\_\_ GTR COST 00000.00 POV MILES 0000 TDC CODE \_\_\_\_\_

QUARTER/RATIONS AVAILABLE\_\_ (Y OR NO) PER DIEM AUTHORIZED \_\_\_\_\_

COMMENTS

U TO UPDATE =&gt;U

WHERE NEXT =&gt;

PF1: HELP

PF4:OPT

PF7: PAGE ONE

THIS IS PAGE TWO OF THE APPLICATION.



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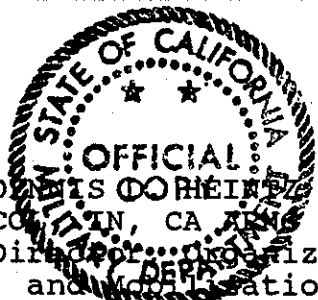
Appendix: A  
References

- a. AR 351-1, Chapter 5
- b. NGB 351-1, Individual Military Education and Training
- c. TRADOC Reg 351-17, NCO Academies (NCOA)
- d. CAARNG Circulars 351 series, RC-NCOES Schools. These circulars are published annually prior to commencement of the new Training Year.
- e. 6th Army Circular 135-Series, Reserve Component Training Institutions.
- f. NGR 600-200, Chapter 6 (Requirements for promotion)
- g. All States Log Number P94-0054, Army National Guard Enlisted Leader Development Requirements

BY ORDER OF THE GOVERNOR:

OFFICIAL:

TANDY K. BOZEMAN  
Major General  
The Adjutant General

 OFFICIAL  
DENNIS CORHEIM  
COMPTROLLER, CA ARNG  
Director, Organization, Training  
and Mobilization

DISTRIBUTION:

A